

# The Right Fit.

How to Field Your Best Team Through Hiring



# 80/20

# Principle

## chapter one

You may have heard this concept before, that roughly about 80% of a company's revenue or output is produced by about 20% of the workforce. This isn't true in every situation, but in general the rule applies. When Steve Ballmer was CEO at Microsoft, he admitted that about 90% of the company's value was produced by about 10% of the people, and they are one of the most profitable companies in the world!

If you looked at your employees, how close are you to the 80/20 Principle and have you found a way to defeat it? How many A, B, C and D performers do you have? Are you spending more time with your Top Performers or Lower Performers? Most managers and leaders are unfortunately spending way too much time with their Lower Performers and not nearly enough time with their Top Performers, which is where the real value is. Do you wish your employees could perform better?

If you had the same amount of people, but they were all A & B performers, what would your company look like?

In most companies we have too many C and D performers, and not enough A and B performers. A&B performers typically outperform C&D performers by 3-5 times, and often the C and especially D performers not only don't contribute to the greater whole, but they are actually of negative value to the company. C&D performers don't perform as well, make more mistakes, drag others around them into lower performance, and can be detrimental to client relationships and sales. So how do we avoid this and hire more A&B performers? What would your company look like if you could double the amount of A&B performers?

# How do I hire Top Performers?

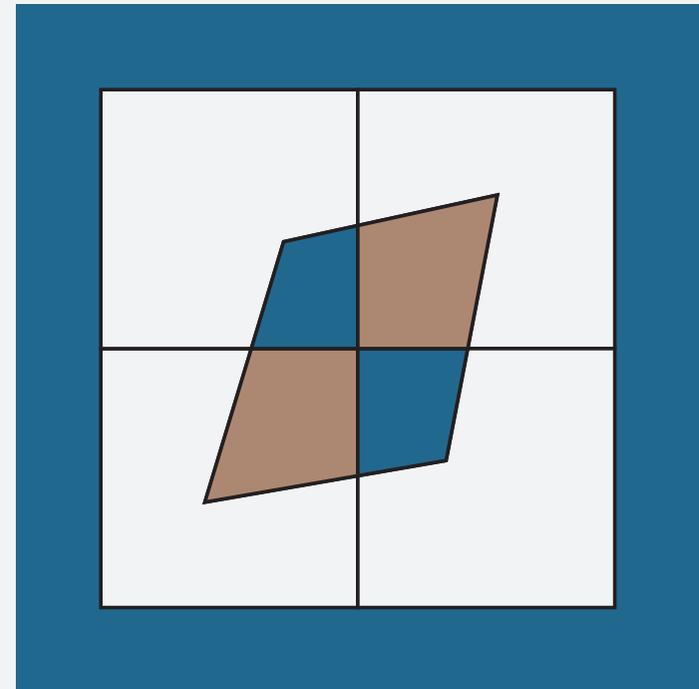
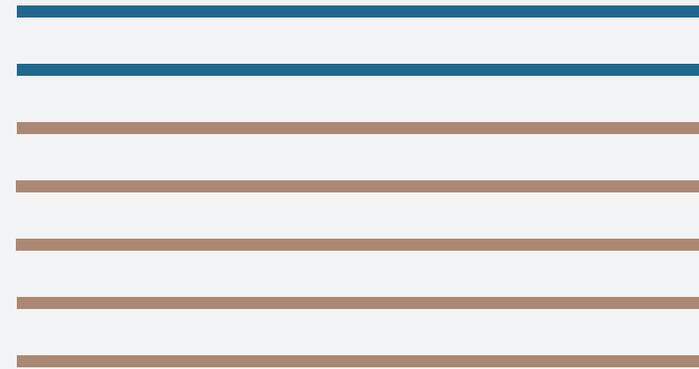
## chapter one

Most of the time it is not skills and experience that determine performance. What really matters is this: Am I willing to invest my life energy into this job, day after day, and be engaged in the work? Engagement is the key to performance.

If a person is not engaged in the daily tasks of the job, how can we expect that person to perform at a high-level or be in the role for very long?

Ever heard the saying, "If you love what you do, you'll never work a day in your life"? What that really means is: find work that is meaningful. Which then begs the question, how does a person figure this out?

At EXOS Advisors, it starts by taking the Core Values Index™ (CVI). A 10-minute assessment that is the most accurate and reliable tool to measure a person's innate, unchanging nature. With a 97% reliability, and easy to use report, the CVI creates an understanding of how individuals are wired to contribute in certain ways and perform specific types of work and activities. The CVI helps companies to understand candidates before they hire them, dramatically changing hiring results, not only streamlining the process, but producing quality candidates who are engaged in the jobs down to the task-level. Those individuals who are engaged in the job will pick up the skills and the experience that they need, because they actually like the work. That's where performance comes from engagement.



# Satisfaction V. Engagement

## chapter one

Employers over the years have done a number of tricks, incentives, benefits, etc. to keep good employees. There are a number of free things like: food, drinks, lunch, workouts, ping-pong, bowling, bikes, parks, the list goes on and on. Silicon Valley companies are notorious for trying to offer all the free goodies they can to their employees to keep them at work (and hopefully working). These are all great things, but what does it have to do with the person's job and the work they have to do on a daily basis?

Is a ping-pong table or free lunch going to keep someone motivated? Will it keep a person driven to perform (at a high-level)? Perhaps for a short period of time, but eventually the answer is, no. It may keep the person around, but then second you lose engagement in their actual job, performance will slip. And now you wind up with the 80/20 Principle and are just like every other company out there.

The Key is to find out who the person is, then align their energy with the work required in a certain job. This not only allows them to express who they are through their work, but it allows companies to perform at a much higher level of efficiency and effectiveness. This is how you put "the right person, in the right seat." You look at the energy required to do the work in a given job, then match up those individuals who have that energy to perform the role and be excited and engaged each and every day.

When we don't make this alignment, we are asking the person to ignore who they are at their most basic level, and "just do the work." By forcing or making "a person fit" into a role, it causes a person to disengage from the work, and lose motivation and energy to perform the job. How can we expect someone to perform a job they are not wired to do? Why would employers and organizations do that to their people? Well, they don't have to anymore.

# Hiring the Right People

## chapter two

Most of our clients admit they are either not very good at hiring, don't have time for it, or frankly don't like it. At EXOS, we believe it's best to spend a little bit of money upfront to get the results you want, and not pay the cost of poor hires. Most people know it's expensive when you don't hire the right person, but there's really two costs, and the indirect or unseen costs are much greater.

Direct cost - their salary. When you don't put that right person in the right seat, you waste the money you pay them as a salary (including any benefits, expenses, insurance, etc.).

Indirect - wasted time and money of everyone involved in hiring, training and managing that person, dragging down the performance of co-workers (rework, mistakes, whining, complaining), lost opportunities and ruined client relationships, and potential damage to the company's reputation.

We find that the cost of a poor hire is at a minimum two or three times their salary, and often much more. In sales and leadership roles, it can be hundreds of thousands or millions of dollars.

What happens when a person is not aligned with their daily task?

A person tries their best in the beginning, falling back into tasks of the job that are most comfortable for them. Eventually, they start to redesign their role, so they are doing more of what they like and less of what they don't like, until you find that you're not getting the results you were expecting from that seat.

Worse yet, in addition to changing their job to suit them, poor performers start to disrupt, make it more difficult for others to perform their job, fail and finally leave (which usually means you have to fire them).



# Why is Hiring so Difficult?



At EXOS Advisors, we eliminate the risk. We know before we ever talk to a candidate if they have a chance to be a top performer or not. By using the Core Values Index we create Top Performer Profiles that our clients use at the front-end of the hiring process to screen and qualify candidates. By learning the contributions, responsibilities, and tasks related to the job, combined with CVI and job performance data, we develop Profiles that consistently deliver only the best candidates for the position. We have a much higher hit rate than recruiters and other hiring systems in the marketplace, and at a lower cost. By analyzing different roles in the company, we not only begin to change the hiring and thus performance in these positions, but we also set up the ability to move people around within the organization based on what they are naturally good at, so we utilize each person at their highest and best contribution.

If you are tired of spending time hiring, trying to find the right person, and not being as successful as you would like – we can help. Your people are your most important asset and most expensive cost, it's important to get it right (the first time).

## FREE CVI DOWNLOAD

**Take your CVI, It starts with your willingness to look at your own alignment.**

**Read your report. Ask the question: "What am I doing as a leader in my company that allows me to make my Highest and Best Contribution, and where am I wasting my time?"**

**Schedule a free consult to better understand how to increase your Human Capital Efficiency.**

